



Seminole County e-Government Strategic Plan

“Serving Our Citizens Better”



“Serving our Citizens Better”

The development of e-Government and evolution of its services will chart the future of our government in the 21st century. Embracing the challenges, the technology, accepting the inevitability and promoting a “Citizen Centered Government will renew and revitalize the concept of “government of the people, by the people and for the people”. This partnered approach with the convergence of technology will create new opportunities for 24-hr, seven day-a-week government. On-line government will be designed to keep people “on-line and not in-line” and will open many new dimensions for convenient government services.

e-Commerce and e-Business have opened the door for the next evolution of government services. e-Government will be a process in which we change the business of government as well as the face of government. In order to properly embrace these changes in technology and the services of e-Government the County has taken several initiatives that include forming an internal committee as well as a constituents planning team that have assisted in developing this plan to begin the endeavor to be known as “e-Government”.

Seminole County’s accomplishments in the electronic information age have grown considerably over the past few years. Electronic information and communications has become a very comfortable and very integral part of our County’s culture and business environment. Equally the citizenry of our County have embraced the new technologies and incorporated them into their business and personal lives and they have become necessities in their everyday activities. Of all the changes in government over the past several years and all that will come in this new century, the changes associated with the evolution of technology, the Internet and e-Government will be very profound and unlike any changes experienced during the past 100 years.

e-Government is defined as – using information technology to deliver government services 24/7. The customer can be a citizen, a business or even another government. Services are delivered in a manner that is most comfortable and convenient to the customer while providing a cost efficiency for the government.

Our mission “**Serving our Citizens better**” will be our commitment to facilitate the necessary changes to implement an e-Government solution and to rebuild the bond and trust with our citizens necessary to be successful in this new challenge. The following are a few of the goals we have set;

- **Be values-centric.** - Understand your core beliefs.
- **Have a clear vision.** - Having a sense of direction brings your vision to life.
- **Embrace a "Systems" viewpoint.** - Change is best understood when you realize that the parts of an organization are interconnected.
- **Engage citizens in bold new ways.** - Getting residents involved is an important step to creating a better work environment.
- **Encourage and promote government-to-government cooperation and sharing of systems and services.**
- **Encourage and promote government-to-business cooperation and partnering.**
- **Shape a learning environment.** - Organizations that encourage and assist employees and citizens to continue learning will open a greater capacity to excel in the future.

A government “Portal” provides a front door for the world to view, visit, access, experience, and interact with “all” government agencies and organizations in the County. The portal will be the heart of an e-government solution and will be developed to accommodate a one-stop shopping and 24 hr. approach to government information and services. Our goal will be to allow the citizens to manage their affairs and conduct business when it is convenient for them and in an environment that is comfortable for everyone. We will strive to make our information and services consistent and accurate and we will seek citizen input in establishing and maintaining overall accountability of these services. The County’s web site www.co.seminole.fl.us currently serves as our web portal however, it will be our goal to work with all government entities in and serving Seminole County to develop a true government portal or “County front door” with them being focused on services and their availability and not necessarily focused on organizations.

e-Government will be the product of true governance of the citizens, government and the private businesses of our community. Open communications and cooperation with one common vision will transform our government services into a user-friendly environment that is effective, timely, always available and convenient for everyone in our community.

Benefits of e-Government

E-Government serves our customers when and where they want to be served by being available 24 hours per day, seven days per week on the Internet. Our

customers can interact with the County via our web site early in the morning from work or late at night from home.

E-Government improves customer service by providing common, simple services more efficiently on the Internet. Electronic Government even improves customer service for people that do not use the web, since it shortens lines at the counter and enables the customer services representatives to spend more time with each walk-up customer.

E-Government saves time and travel for our customers. They will be able to do their business with the City electronically, rather than make multiple trips to City Hall.

E-Government augments the communication between Seminole County and our community. It provides an easy way for citizens and businesses to request services, submit public comments, and respond to surveys.

Keys to a Successful e-Government Strategy

- ◆ Vision must be supported across our organization and the community.

It is imperative that the customers (both internal and external) receive the services and support that they want. We can design the best and most impressive services, but if the customer does not want them and does not use them, it is a failure.

Our initiative is supported from our County Manager, the Board of County Commissioners, and the various department directors and division managers. The Information Technologies department fully supports the initiative and is positioning their staff and resources to implement the strategy.

- ◆ Services should be easy to use.

The e-Government services that we implement must be simple to use. Information must be easy to find, and even the most novice computer user should be able to navigate our web site with ease and success. The information on our web-site must be customer-oriented, task-oriented, not department oriented. Tasks should be clear, including step by step instructions on how to complete them. Navigation must be helpful and consistent throughout our website. Our web pages should be easy to read and understand and available in different languages.

- ◆ Keep the processes efficient and similar to the in-person experience. The applications that we deliver electronically should mirror the experience for the customer that they would be at the counter or over the phone. If there is a

form that the customer must fill out, the printed form and the web form should look identical. Existing office procedures and forms should be streamlined and evaluated to ensure that the e-Government services are efficient and do not simply replicate an antiquated in-person process.

- ◆ Keep customers informed.

Marketing is the key to the success of our e-Government services. The correct audience for the various services must be identified and targeted. Our e-Government services should be advertised on County voicemail messages and holding queues. The County's website address should be included on every piece of stationery and publication sent by the County. All customer services areas and public information areas should have posters and information pamphlets advertising the website and e-Government services that are available. SGTV should be used to further carry the message about our services. Where applicable and appropriate, direct mailings may be used to inform our customers.

Marketing for our internal customers should be handled via the Intranet, County newsletter, email, and staff meetings. Directors and managers will need to ensure that their employees are informed about the services that are available and ensure that they employees have the education and skills they need to use the services.

Recent Successes in e-Government in Seminole County

Internet

Launched in January 1997

Approximately 4,350 pages

Approximately 3 million hits per month

Most popular features:

- Planning – Building department web site
- Purchasing – Bids online
- Guide to County Services – Phone Listings – Maps
- Board of County Commissioners Online Agenda
- Parks and Trails
- County Annual Report
- County Libraries

Intranet

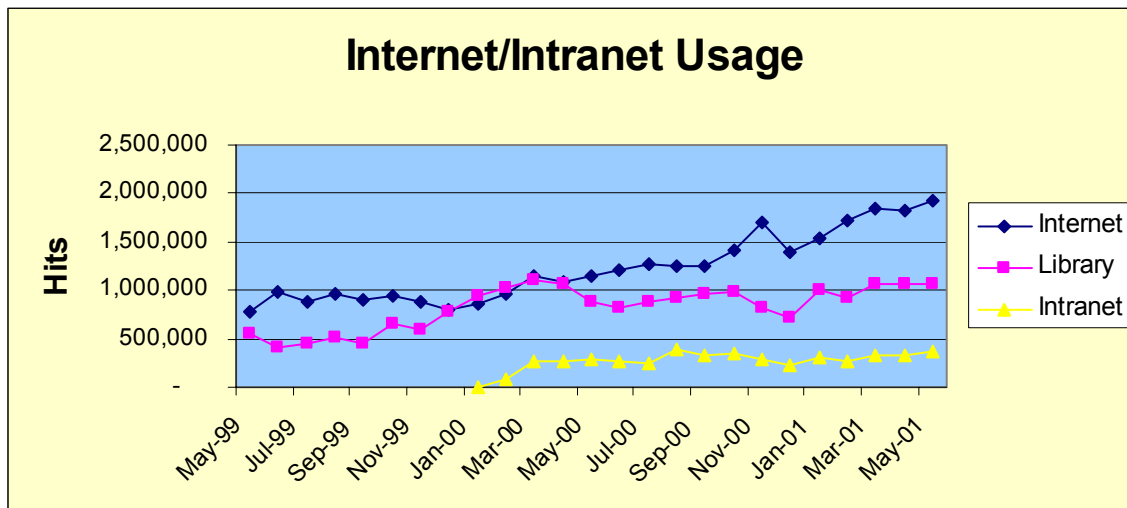
Launched in February 2000

Approximately 600 pages

Approximately 375,000 hits per month

Popular features:

- HR web pages
- County clips
- Phone Listing
- Forms Listing
- Announcements





Key Sectors of the Community

As evidenced in the Infrastructure Section, Seminole County is poised and technologically capable to provide e-Gov services to its constituents. The key sectors of the community to which the County wants to target e-Gov access and services are: our residents (our customers!); the business and development community; community and civic organizations; and other local, regional, state, and federal agencies with offices within the County. Each sector has disparate and separate needs in regards to access to and contact with County government services. There are however several common needs and those are what have been and will continue to be addressed.

Access to information (who, what, when, where, and why) as regards all County services is the most important. Towards that end the current County web pages offer a wide variety of information (see Table 1).

Table 1

	Information Currently Available
Residents	complete digital agenda, access to the Board of County Commissioner meetings as streaming video, and the minutes of the meetings; Guide to Services
Businesses	Permit tracking and query; Guide to Services; Process / work flow charts for business processes.
Community Organizations	Community calendars and links
Other Public agencies	Access to GIS data and other County data direct, or available for free download; Links via County WAN connectivity

A Citizens Advisory Committee was created. It was targeted to include those groups identified as being knowledgeable about our community's needs. Appendix 1 lists all those agencies and groups the County tried to include. Each received an invitation to attend County sponsored events during NACo National county Government Week (Appendix 2) and to provide us with input.

A comprehensive survey was placed on the County web page as well as paper copies on counters in County facilities and in county Libraries (see Appendix 3).

In this survey we tried to determine what was currently being used and what could be improved, as well as aiding us in future endeavors.

Through these methods it was determined that the highest priority task our key groups were interested in was the ability to pay County fees on-line, and under this category, primarily water and sewer bills.

An Opportunity to Anticipate Community Needs

One downfall of the current approach taken by the County in network connectivity is that the network has been extended and expanded to include connectivity of highly developed locations, primarily local, regional, and state governmental facilities and high schools. This approach has bypassed or excluded many of the local underserved communities (the economically disadvantaged, and senior populations). These same underserved populations are also unlikely to have access to a personal computer in the home to take advantage of existing and proposed e-Gov services. It is envisioned that Seminole County Government will provide technology and community connections to low income, underserved areas of the County and connect several community and civic agencies located within a reasonable distance to existing and planned fiber.

This connectivity will provide the ability to bring programs and services to low income areas of the County through the use of a Community Intranet and allow community agencies in the County to partner and share their resources. In this way the County hopes to leverage investments in a wide variety of Community Service Agencies by making their programs available to more citizens in the County. It is anticipated that the use of technology will eliminate geographical boundaries that exist for many of our senior citizens and low-income residents. The Community Intranet will leverage the resources that may exist in developed Community Agencies and bring them to neighborhoods where the funding and resources may not be available. A number of possible programs to improve provision of service are under consideration. They may include, but not be limited to: information sharing and distance learning; access to and integration of web and video technologies to provide government/educational cable TV channel delivery via IPTV; a broader community bulletin board; and immediate and timely emergency information.

Our County approach will be as the facilitator in the process. We will allow Community Agencies to design the programs that will benefit them. Our role will be to identify the best use of technology and provide the infrastructure for the Community Intranet. In addition to connectivity, we will also be providing kiosks/public access terminals for agencies that do not currently have them. The anticipated outcome from this project will be an increased sharing of community resources and increased availability of County Governmental services to our citizens.

The unique aspect of this is that we are empowering the Community Agencies to propose their own solutions and form the Community Intranet. By reaching out and facilitating connectivity, a by-product of this program will be the continued expansion of the already elaborate WAN. This will better continue to prepare the County for future growth and service expansion.

Appendix 1 – Citizens Advisory Committee List

Media	Chambers of Commerce
Time Warner Communications Sanford Herald Orlando Sentinel	Seminole/Lake Mary Regional Chamber of Commerce Seminole/Lake Mary Regional Chamber of Commerce
Telecommunications	Sanford/Seminole County Chamber of Commerce Oviedo Chamber of Commerce
Sprint BellSouth	27 of the County's largest Schools Seminole County School Board Seminole Community College
Utilities	
Florida Power & Light Florida Power Corporation	Other Civic Groups Bar Association Retired Citizen Volunteer Program
Healthcare	
Central FL Regional Hospital – Sanford Orlando Regional South Seminole Hospital Adventist Health Care – Altamonte	
Transportation	
Sanford Orlando Airport Lynx	
Tourism/Economic Development	
The Tourism Development Office	
Developers Advisory Board Home Builders association	
CALNO - Council of Local Governments in Seminole County	
Mayors of our seven County Municipalities	
Homeowner's Associations	

Appendix 2 – Citizens Advisory Committee Invitation

April 12, 2001

Dear _____,

We need your help to make Seminole County Government more effective! With the rapid increase in the use of the Internet as a tool of convenience, the County is looking into ways to use technology in order to make government services available 24 hours a day, seven days a week. We are writing to ask for your help as we start the process of re-engineering how County services are made available.

The County is beginning the process of developing an Electronic Government Strategic Plan. As a part of this process we are forming a Citizen Advisory Group that will ensure direct community involvement, input and guidance as the E-Government Strategic Plan is developed. In order to be effective the group must be representative of the broad spectrum of the community. Please accept our invitation to join the E-government Citizen Advisory Committee as your involvement will make the process a success.

You may be aware that the National Association of Counties (NACO) holds National County Government Week every year. This year, it is scheduled to occur during April 22-28, 2001 and the theme is E-Government. County staff would like to invite you to participate in the County E-government Citizen Advisory Committee by attending the events taking place at the County Services Building campus on April 25th. This is not a public relations campaign, but a public information effort to let our citizens know what services are provided and by whom, and to obtain citizen and business input on directions to move in the future.

A "Meet the Web Developers" opportunity is scheduled for the BCC Chambers 1101 E 1st St, Sanford, from 9:30AM – Noon on April 25th. The County's web developers and Information Technologies staff will take the audience on a "tour" of the County's Web Site, discuss e-Government initiatives and answer questions. We also hope to use this meeting as an opportunity to begin work on a County wide strategic e-Government needs assessment.

Following this event a poster exhibit highlighting the works of a number of County Departments and Divisions will be on hand. Finally, from 1PM to 4PM, the County GIS offices at 130 S San Carlos Ave, Sanford will be open. Staff from several County Departments will be available and will be conducting demonstrations of web services, local government applications, and various data available to the public via the web and libraries.

We hope to see you as we highlight how Seminole County makes e-Government work! If you can't participate on April 25th, please visit us on the web at www.co.seminole.fl.us and take our user survey.

Sincerely,

Seminole County Government e-Government Strategic Plan



Appendix 3 – Web and e-Gov Survey



Thank you for taking the Seminole County Web Site Survey

Please tell us a little about yourself

Are you a resident of:

Seminole County ____

Brevard County ____

Lake County ____

Orange County ____

Osceola County ____

Volusia County ____

Other? If so, where? _____

Usual purpose for visiting our site?

Personal ____

Business ____

How often do you visit the site?

Today was the first time ____

Daily ____

Weekly ____

Monthly ____

Would you like to be kept informed about updates to the site? Yes ____ No ____

Name, email address (optional) _____

Which of the following items would you like to see added to this site?

More on-line video presentations ____

On-line building permits, inspection requests and application processes? ____

Additional searchable agencies and county services list? ____

Land use and zoning maps? ____

Interactive maps? ____

Water and sewer bill payments ____

Other County on-line bill payments? (please specify) _____

What other types of services would you like to see?

What types of currently available e-Government services are you currently using?

Bid information and tracking ____

Building permit and inspection tracking ____

Business event calendar ____

County agencies phone listing ____

County agenda and minutes ____

County budget review ____

County maps ____

GIS data downloads ____

Frequently asked questions ____

Job listings / job application ____

Press releases ____

Site index / Quick search ____

Other (please specify) _____

How did you find out about this site?

Search Engine ____

Invitation or advertising about today ____

From a friend ____

Other (please specify) _____

Newspaper article ____

Linked from another site ____

Seminole County Government e-Government Strategic Plan



Continued on other side

How would you rate Seminole County's website?

Ease of navigation

Excellent ____

Good ____

Fair ____

Poor ____

Aesthetic appeal and layout

Excellent ____

Good ____

Fair ____

Poor ____

Helpful, interesting information

Excellent ____

Good ____

Fair ____

Poor ____

Find what you were looking for quickly?

Yes ____

No ____

Just browsing ____

Have you book marked our site?

Yes ____ No ____

What kind of modem do you use?

Dial up ____ Speed? ____

Cable modem ____

Wireless ____

Do you have any questions, comments, suggestions, or problems with our web site?

Visit us at <http://www.co.seminole.fl.us>

Survey Results For 2001

Seminole County Survey Results For 2001

Local County Residents or Other Locations

Months	Seminole	Brevard	Lake	Orange	Osceola	Volusia	Other
Jan	40	0	0	3	0	1	9
Feb	21	21	1	2	0	1	10
Mar	26	1	0	1	0	0	11
Apr	35	0	0	5	1	1	6
May	28	0	0	3	0	4	24
Jun	34	0	0	2	1	1	18
Jul	31	2	1	3	0	0	6
Aug	32	0	0	1	1	1	3
Sep	19	1	0	1	0	3	10
Oct	22	1	0	4	0	1	3
Nov	19	0	2	1	0	0	2

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Web Access Survey Results for 2001															
How do you Access The Web?				What Is Your Dial Up Modem Speed?					Have You Book Marked Our site?						
Months	Dial UP	Cable - DSL	Satellite - Wireless	14.4K	28.8K	56K	128K	Other	Yes	No					
May	27	13	19	0	1	15	2	4	31	28					
Jun	25	18	13	0	2	20	1	1	32	24					
Jul	29	11	3	1	0	19	1	4	32	11					
Aug	22	13	3	0	0	11	0	8	27	11					
Sep	23	4	7	0	2	8	0	0	23	11					
Oct	24	6	1	0	0	13	0	3	26	5					
Nov	13	11	0	1	0	2	0	5	20	4					
Feb	2		2		5		1		2						
Mar	4		3		7		2		3						
Apr	4		5		7		6		6						
May	3		5		6		7		7						
Jun	4		12		12		16		10						
Jul	1		7		11		11		7						
Aug	4		5		9		5		5						
Sep	1		2		5		3		3						
Oct	1		2		4		2		1						
Nov	0		1		4		1		2						
Purpose of Visit			How Web Site Was Found					How Often Do You Visit This Site?							
Months	Personal	Business	Search Engine	From Person	Newspaper Article	Another Site	Other Ways	1st Time	Daily	Weekly	Monthly				
Jan	39	14	42	4	0	1	6	33	3	9	8				
Feb	25	10	24	1	1	3	6	24	1	2	8				
Mar	25	14	22	2	2	3	10	28	1	0	10				
Apr	35	13	37	2	0	1	8	36	3	3	6				
May	29	30	27	2	0	5	25	26	2	5	26				
Jun	26	30	21	7	0	6	22	23	5	9	19				
Jul	29	14	25	3	0	1	14	22	7	8	6				
Aug	31	7	22	3	1	1	11	24	1	7	6				
Sep	23	11	22	0	1	0	11	17	1	4	12				
Oct	24	7	23	2	1	1	4	23	0	5	3				
Nov	18	6	19	0	0	1	4	19	0	2	2				
How Would You Rate Seminole County's Web Site?															
Ease of Navigation					Helpful, Interesting Information				Aesthetic, Appeal and Layout				Find What You Are Looking For?		
Months	E	G	F	P	E	G	F	P	E	G	F	P	Yes	No	Just Browsing
Jan	38	9	3	3	36	12	2	3	41	9	1	2	33	16	4
Feb	23	7	3	2	24	4	4	3	27	5	1	2	16	15	4
Mar	23	9	1	6	24	5	4	6	28	5	2	4	19	15	5
Apr	34	7	4	3	33	9	3	3	35	9	0	4	28	14	6
May	22	14	5	18	21	11	7	20	25	11	4	19	22	17	20
Jun	21	15	4	16	24	15	2	15	20	19	2	15	23	15	18
Jul	20	10	8	5	20	15	4	4	26	8	5	4	22	14	7
Aug	24	8	4	2	24	11	4	2	28	6	2	2	18	17	3
Sep	18	4	3	9	19	4	2	9	19	5	3	7	18	9	7
Oct	20	8	2	1	19	11	0	1	22	7	1	1	17	11	3
Nov	18	3	1	2	16	3	5	0	17	5	2	0	14	19	1
E = Excellent G = Good F = Fair P = Poor															

Seminole County Government e-Government Strategic Plan



Using The Following eGov Items At This Site Survey Results For 2001				
Months	Bid Information And Bid Transactions	Building Inspection And Permit Tracking	Business Events Calendar	County Agencies Phone Listings
May	2	2	1	8
Jun	1	8	3	17
Jul	4	8	3	10
Aug	3	6	2	8
Sep	2	3	4	5
Oct	0	1	1	4
Nov	1	0	1	2
Months	County Agendas And Minutes	County Budget Review	County Maps	GIS Data Downloads
May	1	1	10	3
Jun	3	1	14	6
Jul	5	4	9	4
Aug	5	1	6	4
Sep	1	2	5	1
Oct	4	0	5	0
Nov	0	0	3	1
Months	Frequently Asked Questions	Job Listings And Job Applications	Press Releases	Site-Index And Quick Search
May	2	12	3	7
Jun	10	8	5	4
Jul	5	9	3	4
Aug	4	6	0	4
Sep	1	2	1	2
Oct	3	6	1	1
Nov	1	2	0	2



In order to evaluate the internal needs of the Seminole County employees, a survey was created and made available via our Intranet and feedback was solicited from key representatives in each department and division. A brainstorming session was conducted with the e-Government Planning Team. We will continue to solicit project ideas and interest from employees in the following ways:

- ◆ Intranet survey
- ◆ Newsletter
- ◆ Hand out surveys/discuss internal needs at inter-departmental meetings.
- ◆ Continue to get ideas from the Intranet committee representatives and e-Government Planning Team.
- ◆ Hand out surveys/discuss internal needs at departmental meetings.
- ◆ Hand out surveys at various County-training classes.

We will use the continued input to ensure that we are offering the services that are most beneficial to County employees.

The majority of employees have access to Seminole County's Intranet today. There are a number of field employees who will need access. We have incorporated this issue into our budget requests for the next fiscal year. It is imperative to set up shared access terminals for our field workers to ensure equal access and equal opportunity.

The suggestions from Seminole County employees concerning Seminole County's Intranet (Inside Seminole) are presented below, grouped into Information, Communication, and Transactions. The actual services that have been incorporated into the strategic plan are detailed in Applications section.

Information:

Countywide phone listing including Constitutional officers
Personal employee information
Distribute County Newsletter primarily online
New employee orientation, both overall and departmental
Human Resource information
 PTO balances
 View employee data
 Benefit inquiry
 Compensation inquiry

- View paycheck (current & historical)
- Management toolbox
 - New supervisor FAQ's
 - Repository for information and forms for managers

Communication:

- Bulletin board for work topic discussions
- Access to email from home
- Access to Intranet from home
- Instant Messenger within the County
- Wireless Field communications that would allow field workers to communicate more with the office remotely.

Interactive:

- Personalize Intranet Home Page
- Online training (streaming video and web based training)
- Commission meetings available on Intranet to all employees
- Online coaching
- Online succession planning

Transactional:

- Human Resource Transactions
 - Change addresses
 - Change work demographics
 - Enrollment for payroll and benefits for new hires
 - Open enrollment for benefits for existing employees
 - Change family status/information
 - Change payroll information
 - Direct deposit setup and change
 - Integrate PTO view, request, and approval with Intranet
 - Employee hire/transfer/termination information entry
 - Entire hiring process from entering the job requisition to new hire data setup
 - Training management
- Complete payroll timesheets online
- Budget Change Request/DFS forms
- Purchasing functions
 - PO input and tracking
 - RFP request and tracking
 - Contract status
- Copy center requests
- Information Technologies
 - Work order request and tracking for telephones, radios and computers



It is important to identify the challenges and obstacles that will need to be addressed to be successful.

Policy Issues:

Signatures: Requiring true signatures on documents inhibits the ability to use and process digital documents. The solution is the adoption of digital signatures. Digital signatures are not widely adopted by the public, primarily because they are expensive and not easily understood. Recent legislation has reinforced the use of digital signatures as key part of digital business and government. As Seminole County moves forward with the various e-Government applications and initiatives, it will be necessary to evaluate the appropriate use of digital signatures and to educate staff and our customers to use them.

Transaction Costs: Many state and local agencies have debated the appropriate way to fund e-Government. The acceptance of credit cards usually equates to a fee that Seminole County will be required to pay to the bank. Should the customer pay this cost for the convenience of the online transaction or should Seminole County absorb this cost to encourage the use of digital government? The state of California found out that implementing a \$4 fee for online vehicle registrations reduced the success of the service. The number of registrations dropped from 22,000 per month before the fee to approximately 17,000 after the fee. The state of Arizona experienced the opposite effect when they nixed the \$6.95 fee for IVR and online vehicle registrations. The usage was averaging 4,700 transactions per month, and it grew to over 40,000 per month when the fee was repealed. The degree of convenience will determine whether or not the customers will accept a transaction fee (sometimes referred to as a convenience fee). In many cases, the efficiencies gained by the County would more than justify the absorption of a fee. By using the online services, the County may potentially save on staff costs, space costs, and will be able to more readily service the customers who do come into our offices. The state of Virginia has taken a step further and offers discounts for online driver's license and tag renewals. Virginia estimates that it costs \$2 to process a transaction online as compared to \$5 to process that same transaction face to face. By encouraging the citizens to use the online service, the state has actually avoided having to build new DMV offices despite the rising population.

Telecommuting: Currently, Seminole County does not have a formal telecommuting policy. The introduction of Citrix as a technical solution for

employees to work at home has been embraced by County employees for both its ease of use and convenience. Citrix requires the employee to provide both the computer and Internet access. The solution has worked well for the occasional telecommuters and for after hours work by many members of management. However, the solution does not accommodate a true telecommuting situation. Standards for connectivity and telephone access have not been established. Managers have not been trained to supervise a virtual office or to determine what employees/positions would be optimal for telecommuting. Not every employee has the motivation or home environment to telecommute, and many positions require the employee to perform some work that can not be accomplished at home. Legal issues, including the Fair Labor Standards Act and worker's compensation liability issues must also be examined. Policies need to be developed and adopted for telecommuting to be successful.

Privacy/Protection of customer information: Customers have an expectation that their information will be kept private. The public records law in the state of Florida opens up the majority of the information provided online to be open to the public. However, some information, especially payment information which includes credit card numbers and checking account information, must be protected. The customers must have confidence that their information will be protected or they will not use the services. Seminole County needs to develop and adopt a privacy statement that will be published visibly on our web site. Examples that could be used as models include King County, Fairfax County, Seattle, and the White House.

Technical Issues:

Security: To ensure that the data and network integrity are protected, Seminole County needs to ensure that the security in place is not only adequate, but that it sophisticated enough to continue to serve its purpose. A third party should be brought in to conduct a security audit and penetration test. The audit should not only identify weak areas that need corrected, but it should also recommend solutions to rectify those issues. This audit should be conducted as soon as possible.

American With Disabilities Act: Technically, the Seminole County web site is not designed to be compliant with the American With Disabilities Act. The introduction of more services online will increase the number of users online. We need to ensure that the web site is accessible to all of our customers. To do this, we will need to redesign some of our web pages and will need to develop standards for development.

Online Payment Processing: The Clerk's office is currently negotiating the banking contract for Seminole County. The contract will allow the County to

accept credit card payments. The banking system which authorizes and documents the credit card information must be integrated with the existing back end systems and the web interfaces for these applications.

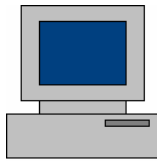
Technical consistency: It is imperative that Information Services establish software and hardware standards to ensure that any new hardware and software needed for e-Government is compatible and supportable.

Digital divide: Government service must be made available to all citizens in Seminole County, not just those with computers in their homes. Access must be provided for the poor, less educated and elderly. We will use our existing computers that are located in the County libraries as well as kiosks located countywide to help address this issue.

Resource Constraints:

Department and staff readiness: The increased dependence on technology will reinforce the need to continually train and develop staff. Seminole County is exploring the expanded use of web based training which would open up training to more employees. The emphasis on the value of training and rewarding employees who do enhance their skills is a critical component to success. Management needs to reinforce the importance of training and participate in the training as well. Resistance to change will have to be managed and addressed.

Technology staffing: The current level of staff will inhibit the ability of Information Technologies to support and develop the large number of applications that are currently being identified. Web developers, and technicians will be needed to support the growth. We currently compete with all of the local technology companies for our technical talent. The private sector can often offer better salaries and benefits which makes it difficult to compete.



Physical Infrastructure

Seminole County has a technologically oriented and educated populace numbering over 365,000 according to the 2000 Census. Various estimates conservatively state that over 60 percent of County households have at least one personal computer. The County is currently served by several high speed access providers including Bell, Sprint, and Time Warner Cable. Over 69,000 households in the un-incorporated County alone (numbers are currently unavailable for the incorporated County) have access to Road Runner cable modem service (see Figure 1). The agencies listed above separately estimated that over 95% of the County's population have access to some form of high speed connectivity should they desire it.

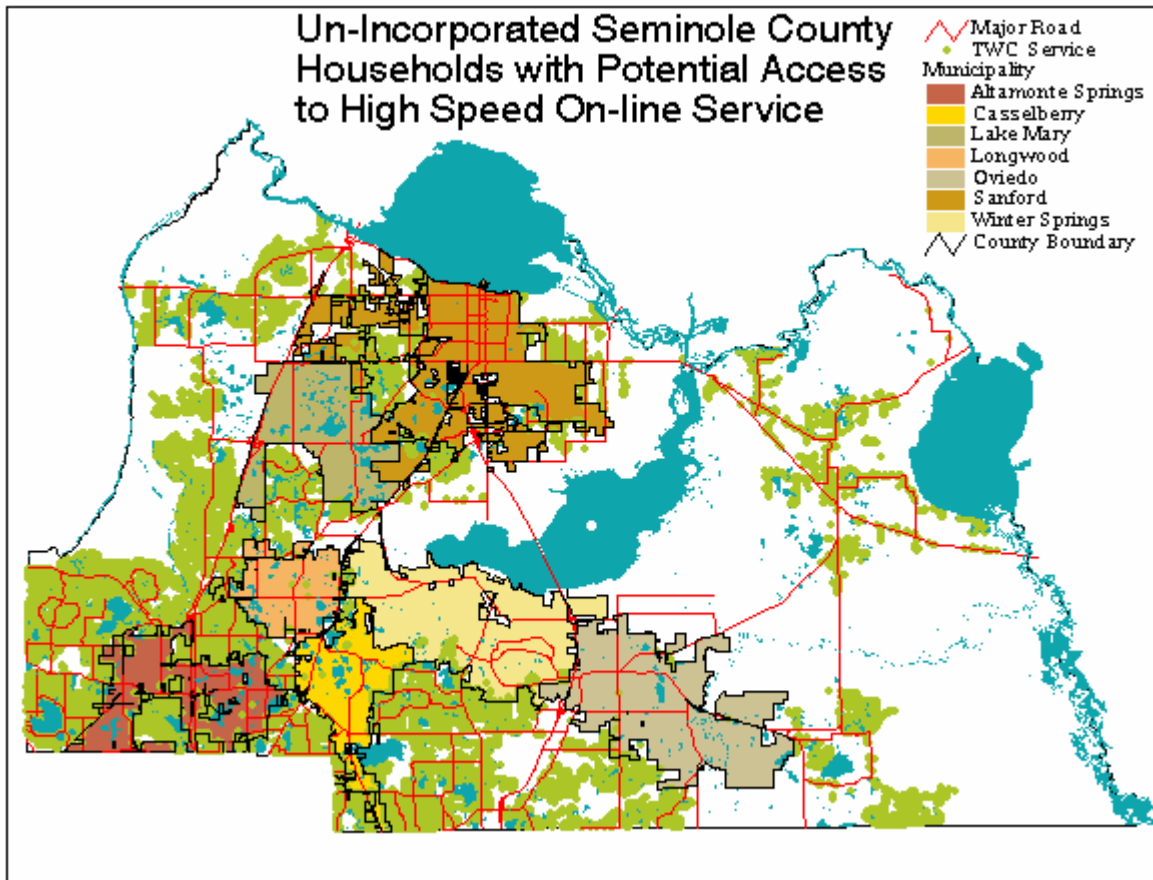


Figure 1

In addition to the private sector infrastructure available, the County maintains a growing fiber optic network infrastructure that reaches most areas in the County

(see Figure 2). This fiber infrastructure installation began in 1994 as a program to maintain data communications while temporarily relocating County staff to leased facilities during renovations. As a result of this initial program Information Technologies and Traffic Engineering staffs have worked to create a shared resource for voice/data connectivity via fiber optics within existing budgets and projects. The success of this partnership was based on combining all major road construction projects requiring traffic signals with a shared fiber optic installation. From 1996 through 1998 installation of Nortel Passport WAN equipment and additional road construction created the connectivity of all major County locations. In 1999, additional nodes were installed to support additional quadrants of Seminole County. Another partnership arose through this expansion. Traffic Engineering and Information Technologies combined efforts for fiber optic installation with the Water & Wastewater division. This allowed for installation, expansion, and redundancy to be added to the network through road and water installation projects. A Fiber Wider Area Network Committee, FWAN, was developed to help orchestrate the sharing of resources, data, and networks. This included the partnering with the Counties seven municipalities, the School Board, and Seminole Community College through Interlocal agreements. Additional resources and growth has allowed for the expansion of the network to now include over 185 miles of installed fiber optic cabling and 10 WAN nodes to support connectivity. It has allowed the School Board to connect High Schools across the County and develop plans for full network connectivity. An additional Community College campus was opened utilizing the infrastructure for complete connectivity of IP Telephony and data configurations. Additional plans to connect another campus are in the planning stages.

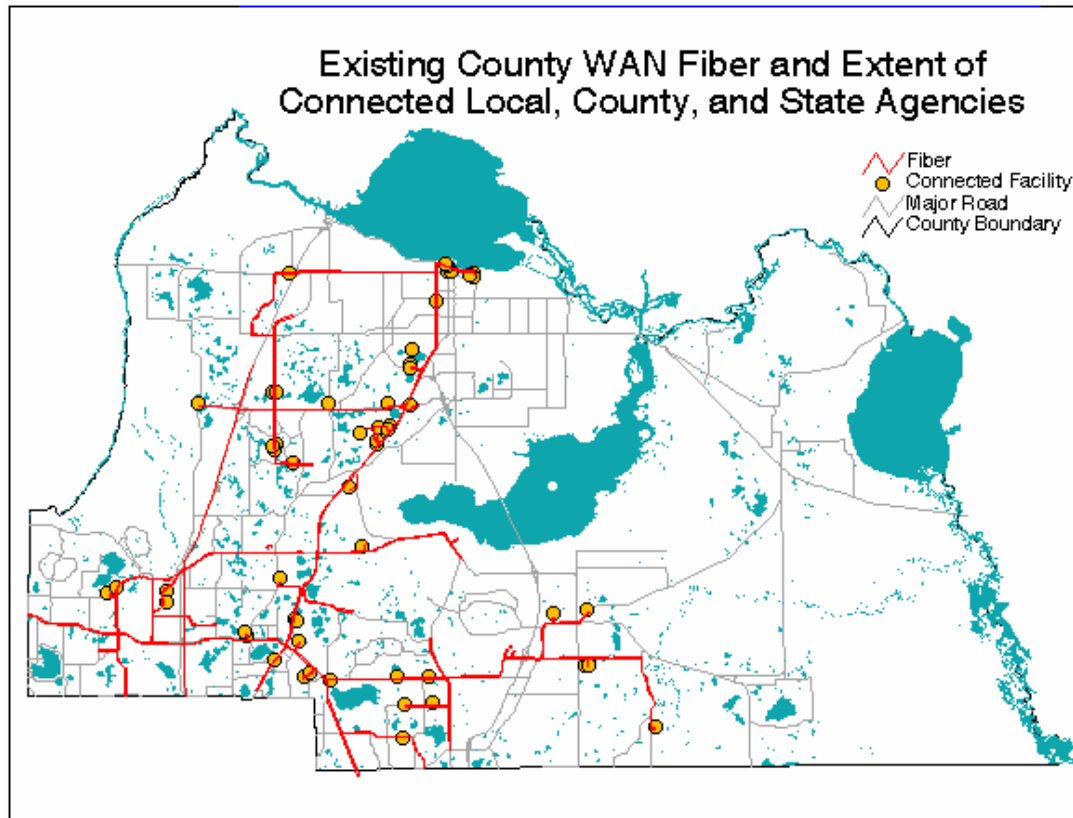


Figure 2



INTERNET

Phase I	Phase II	Phase III	Phase IV
Currently have	00/01 Fiscal Year	01/02 Fiscal Year	02/03 Fiscal Year
Agendas (BCC, Dev Review, etc.)	Click2Gov Water & Sewer Inquiry <input checked="" type="checkbox"/>	Click2Gov Water & Sewer Payments In Progress	Click2Gov Building Permit Payments
Bldg Permit & Inspection Status Lookup	Seminole County Mailing List <input checked="" type="checkbox"/>	Click2Gov Building Permit Inquiry – Building Inquiry Available via in house programming <input checked="" type="checkbox"/>	Expanded Scanned/Public Records Online
Job Listing / Application Online	Interactive Maps (replacing 3rd party) <input checked="" type="checkbox"/>	3 additional internet kiosks – Deleted from Budget	Support of Digital Signatures
Video Streaming (BCC)	Improved Search Engine <input checked="" type="checkbox"/>	Develop a Seminole County Portal <input checked="" type="checkbox"/>	Online Animal licenses
Downloadable Data (GIS , PEI Details)	Animal Control Kennel Online <input checked="" type="checkbox"/>	Start Scanned/Public Records online	Online work orders
Reports (Budget Book, Annual Report, State of the County, etc.)	Revised purchasing bid information <input checked="" type="checkbox"/>	Interactive Maps showing service providers, polling information, etc. <input checked="" type="checkbox"/>	
Public Hearing Announcements	Redesign Public Safety web pages <input checked="" type="checkbox"/>	Expanded Mailing List Usage <input checked="" type="checkbox"/>	
Press Releases	Redesign Community Services site <input checked="" type="checkbox"/>	Enhanced online SGTV streaming <input checked="" type="checkbox"/>	
Online Library Catalog with Status and Hold capabilities		Redesign Environmental Services web pages <input checked="" type="checkbox"/>	
Maps (Static and Dynamic using 3rd party)		Online Probation and PAY transactions and payments	
Online Forms		Online scanned plats	

Seminole County Government e-Government Strategic Plan



Online Library Reference		Digital plans submissions	
Site Index			
Phone Listing			
General Information			
Stormwater Atlas			
Events Calendars			
Purchasing Bid Information			
Frequently Asked Questions			
Comments and Surveys			
Email Contacts			
Tourism "Specials" Posting			
1 internet kiosk			

INTRANET

Phase I	Phase II	Phase III	Phase IV
Currently have	00/01 Fiscal Year	01/02 Fiscal Year	02/03 Fiscal Year
Phone Listing	Improved Intranet Search	Online Training	HR Inquiry and Transactions
Online Forms	Online Coaching / Message Board	Formalized / Support Telecommuting	Video Streaming (Training and Meetings)
Downloadable Forms	I.S. Work Orders Online	Copy Center Requests Online In Progress	Purchasing Functions (PO Input, Tracking, etc.)
General Information	Online HR form	Imaging Program Documents Online	Budget Change Requests In Progress
Announcements		Management Toolbox	Online Payroll
Presentations		Increase wireless and remote access In Progress	Online purchasing and budget entry
Policies & Procedures			Online benefits review and enrollment
Internal Job Listing			Online work orders
Telecommuting (Limited)			
Classifieds			



Funding for the e-Government initiatives will be identified through the budget process and will be based on funding availability. When possible, grant funding will be applied for to fund the various projects. Partnerships with other agencies and vendors will be examined to ensure that the County is maximizing available funding.

In addition to software, hardware and third party services that will be required for the various applications, it is imperative that the county migrate to a standard core fiscal finance package. It will serve as the foundation for all of the other miscellaneous programs. The county is currently in the process of evaluating the alternatives to replace our multi-system platform.

Staffing is also an issue that will need to be addressed. e-Government will put a strain on the existing resources including servers, the network, and programming time. Staff will need to be augmented to support all of the new applications and expanded infrastructure.

The cost of e-Government will be offset by savings in space and time. It will be a more efficient service for our citizens, and it will allow us to redirect current staff to activities other than answering the phones and waiting on counters.



The Information Technologies department will coordinate the implementation of this e-Government strategy. To ensure support and cooperation, we are incorporating input and direction for all of the other departments in the County through our planning team. The planning team includes managers and directors from all of the major operational areas of the County. Between Information Technologies and the planning team, a plan for implementation and priorities will be established. If issues or discrepancies arise, the County Manager will make the final decision.

Our e-Government partners are primarily internal. We also depend on various County agencies and elected officials, including the Clerk of the Circuit Court. Our external partners include our computer equipment leasing vendor (Pomeroy), H.T.E., and Lotus Notes. We will use outside vendors when appropriate, but we will depend on our internal development staff for the majority of the work that will need to be done. Outsourcing will be used for complex projects and applications, including the processing of online transactions and digital signatures.

In partnership with the Clerk of the Circuit Court, Seminole County has issued a Request for Proposals to replace many of our core applications, including our finance system, budget system, purchasing system, human resources system, and benefits system. The replacement will provide an integrated system with e-Government functionality. The implementation of this new package will be a catalyst to introduce many new e-Government features.



E-Government is more than just “cool” web pages. The transformation of government from a stringent, 8 to 5, bureaucratic organization to an always open, always available, simplified, convenient service will benefit the customers and Seminole County.

If the same 24 hour, seven days a week availability and convenience, fast delivery, customer focus, and personalization became the norm in the public sector, it would not just make life easier, it would fundamentally change the way that people view government itself. (The Economist)

Internal Benefits:

Intranet web development: The information that is made available to our internal customers is consistent, accurate, and readily available.

Online Training: The training can be set up to maximize the success of the student. Training is self-paced, and convenient. Access can be given to all employees, from administrative staff to the field workers who spend little time in the office.

Online Application Transactions: Using online forms provides consistent, consolidated, and valid information at a decreased cost. There are no paper forms, time is saved, and information is current. Forms are “smart” and validate the data entered to ensure that the customer has completed all of the required information.

External Benefits:

Online Application Transactions: Using forms provides consistent, consolidated, valid, real time information. Employee tasks are changing from data entry to data validation and review. Transaction costs are typically lower and the service is available 24 hours per day, seven days per week. Access is open to all of our customers, and the services are more convenient. Finally, the use of credit cards reduces the administrative time and cost associated with returned checks.

Maintain or Reduce Staffing Costs: Staffing costs can be avoided through the increased provision of services by alternative methodologies. This benefit primarily results from the reality that maintaining current levels of services under conditions of a growing population such as Seminole County’s will require

additional service inputs. By substituting technological inputs for labor inputs, the County will avoid significant future increases in staffing costs.

Savings to Citizens and Businesses: Instead of having to travel to the County Services Building, the transaction can be completed from the comfort of the customer's home. This reduces the staff requirements, space requirements, and parking requirements for the County. The cumulative impact of these costs on the citizenry is profound, especially on those living furthest from the points of service provision.

Public relations: Satisfaction will increase with government services and the attractiveness of Seminole County to prospective businesses and residents. Constituents have quicker access to a wide variety of Seminole County information and services. Each information inquiry or business transaction fulfilled by the Internet saves valuable resources (such as the need for less County staff time and reductions in mailing costs). These resources are either saved or devoted to other important services and functions. The image of a more technically advanced organization combined with change in job responsibilities will also enable the County to attract future employees.

Education: The information provided is comprehensive and current which creates a better-informed public. Information allows people to make better decisions and creates stronger support for decisions.

Measurable Outcomes for Seminole County

- ◆ The continued increase in web site visitors and hits.
- ◆ The percentage of over-the-counter permits applied for, paid for, and issued online.
- ◆ The percentage of Water and Sewer billing customers whom view their billing information, and pay their bills online.
- ◆ The percentage of job applicants that complete the online employment application.

Measurable Outcomes for Inside Seminole (Intranet)

- ◆ The percentage of staff that enrolls for benefits online.
- ◆ The continued increase in Intranet usage.
- ◆ Reduction of pre-printed forms that are available online instead.

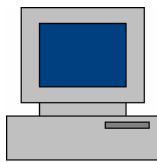


Threats can come from both the inside and outside. The e-Government applications and infrastructure must be protected to ensure data integrity and protection of confidential data. Hackers and viruses have proven themselves to be a constant risk that must always be considered.

The reality of County government is that all of the key players have their own areas of control. It is impossible to ensure that all of the County agencies, municipalities, and elected officials will support and cooperate with our initiative.

Implementation of new applications is time consuming and is dependent upon the vendor to live up to expectations. It is imperative to hold vendors accountable for their deadlines to prevent the delay of delivery.

To support and develop e-Government applications, the skill sets of our technical staff will need to be expanded. The staff will become more marketable as a result of the increased knowledge and experience. Loss of staff is a risk that must be minimized through cross-training and training restrictions.



Tactical Plan

INTERNET

00/01 Fiscal Year		
Aug - Sept, 2001	Process Goals	Outcome Goals
Click2Gov Water & Sewer Inquiry (4Q)	Enable citizenry to access water and sewer billing history <input checked="" type="checkbox"/>	Improve citizens understanding of their use history and prepare them for ability to pay bills online
Seminole County Mailing List (4Q)	Begin collecting email addresses of citizens wanting notification of updates to web <input checked="" type="checkbox"/>	Improve citizens knowledge of available services
Interactive GIS Maps (4Q)	Initiate interactive GIS mapping applications <input checked="" type="checkbox"/>	Improve public access to data
Improved Search Engine (4Q)	Put in place new, more powerful search engine capabilities <input checked="" type="checkbox"/>	Improve speed and search results on County pages
Animal Control Kennel Online (4Q)	Improve adoption capability via the web <input checked="" type="checkbox"/>	Reduce loss of life

01/02 Fiscal Year		
Oct - Dec 2001	Process Goals	Outcome Goals
Expanded Mailing List Usage (1Q)	Put in place automated mail service for citizens wanting service improvement reminders <input checked="" type="checkbox"/>	Improve citizens knowledge of available services
3 additional internet kiosks (1Q)	Put in place County information kiosks – Deleted from the Budget	Improve citizens knowledge of available services
Redesign Environmental Services web pages (1Q)	Update and improve Environmental Services web pages <input checked="" type="checkbox"/>	Improve accessibility and ensure consistent look to improve citizens use.
Jan – March, 2002		
Enhanced online SGTv streaming (2Q)	Provide alternative to cable television access <input checked="" type="checkbox"/>	Provide citizens with access to County programming
Start Scanned/Public Records online (2Q)	Web enabled document management systems to provide access to County data	Reduce counter visits by 25%




Seminole County Government e-Government Strategic Plan






Click2Gov Building Permits (2Q)	Improve inquiry for Building permits- Available via in house programming	Stream line process and reduce calls
Begin a Seminole County Portal (2Q)	Partner with municipalities to provide better access to citizens	Improve county-wide access to information and reduce redundant data
Online Probation and PAY transactions and payments (2Q)	Allow public to request information and ability to pay fines	Reduce counter visits and improve service
Online scanned plats (2Q)	Provide access to digital plat data	Reduce storage requirement for hardcopy documents and improve access
01/02 Fiscal Year		
April – June, 2002		
Interactive Maps showing service providers, polling information, etc. (3Q)	Put in place interactive GIS mapping applications to improve public access to data	Reduce GIS phone calls by 20%
Click2Gov Water & Sewer Payments (3Q)	Allow public to request and pay for water and sewer services In Progress	Reduce counter visits by 20% and improve service
July - Sept, 2002		
Digital plans submissions (4Q)	Require digital submission of plats	Reduce PAO and Development and Review staff time. Provide improved service and reduce application time.

02/03 Fiscal Year		
Oct - Dec 2002	Process Goals	Outcome Goals
Online Animal Control Licenses (1Q)	Allow public to request and pay for animal licenses online	Reduce counter visits by 45%
Jan – March, 2003		
Expanded Scanned/Public Records Online (2Q)	Web enabled document management systems to provide access to County data	Reduce counter visits by 25%
Online Work Orders (2Q)	In Progress	
April – June, 2003		
Click2Gov Building Permit Payments (3Q)	Allow public to request and pay for building permits	Reduce counter visits by 40%
July - Sept, 2003		
Support of Digital Signatures (4Q)	Have in place policies allowing digital submission of signatures	Improve submittal capabilities organization wide

INTRANET

00/01 Fiscal Year		
Aug - Sept, 2001	Process Goals	Outcome Goals
Improved Intranet Search (4Q)	Put in place new, more powerful search engine capabilities 	Improve speed and search results on County pages
Online Coaching / Message Board (4Q)	Provide employees access to a moderated HR coaching & training/ FAQ type message board 	Lower HR phone calls by 25%
I.S. Work Orders Online (4Q)	Intranet submission of routine work requests 	Reduce phone calls to Help Desk by 20%

01/02 Fiscal Year		
Oct - Dec 2001	Process Goals	Outcome Goals
Expand Online Training (1Q)	Provide internet training to staff 	Reduce moderated training time on introductory classes by 70%
Initial Imaging Program Documents Online (1Q)	Provide access to scanned business documents 	Reduce hardcopy storage requirements by 25% and improve document retrieval rate (for scanned documents)
Copy Center Requests Online (1Q)	Submittal forms online In Progress	Reduce copying turnaround time
Jan – March, 2002		
Formalized / Support Telecommuting (2Q)	Provide employees whose job supports telecommuting options with the ability to do so	Improve productivity through flexible time; Improve retention through improved morale

02/03 Fiscal Year		
Jan – March, 2003	Process Goals	Outcome Goals
HR Inquiry and Transactions (2Q)	Provide intranet HR system for routine benefits paperwork 	Improve throughput and accuracy
Video Streaming (Training and Meetings) (2Q)	Increase bandwidth available for distance training opportunities	Improve educational levels of staff, provide flexible training opportunities.
April-June, 2003		
Budget Change Requests (3Q)	Intranet method to process BCRs In Progress	Improve throughput and accuracy
July-Sept, 2003		
Purchasing Functions (PO Input, Tracking, etc.) (4Q)	Intranet method to process Pos and track, inquire about status.	Improve throughput and accuracy

Schedule changed due to budget constraints, priorities shifts and implementation of new systems in the County.